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1 November 1972

MEMORANDUM FOR: Director of Personnel

THROUGH : Chief, Position Management & Compensation
Division/OP

SUBJECT : Non-Standard Workweek - Foreign Missile
and Space Analysis Center (FMSAC)

REFERENCE : Your memorandum, same subject, dated
16 February 1972

1. The Activities Interpretation Division currently has 12 staff employees and one co-op student employee working 12-hour shifts in the Operations Center. This shift schedule has been in effect since March 1971 and has proven very beneficial to FMSAC.

2. The 12-hour shifts have resulted in increased work quality and quantity. Each Center employee now is in more frequent contact with other FMSAC analysts. This results in a better understanding of intelligence problems and allows the Center analyst to contribute more to the solution of these problems. In addition it is now possible to assign individual projects, thereby making more efficient use of the Center employee's time.

3. There was some initial resistance by a few employees to the 12-hour shift concept. However, all now appear to see the benefits of the program and morale is higher than it was prior to initiation of the new schedule.

4. The use of a 12-hour shift has allowed the Center to operate with one less analyst. Additionally, overtime for the quarter June through September 1972 was kept at zero. Thirty-two overtime hours were performed by 13 people, during two separate pay periods. This overtime was not

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attributable to Operations Center work, per se. Periodically held branch meetings will occasionally require early arrival or holding of a shift to gain the simultaneous presence of all branch members.

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Deputy Director
Foreign Missile and Space Analysis Center

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